

Exclusive
Mini eBook
Edition

RICHARD MAUN

HOW TO KEEP YOUR JOB



Brilliant ways to increase
performance, stay employed and
keep the money rolling in

In Praise of How To Keep Your Job

A compelling read for anyone who is serious about keeping their job. I would also recommend it to anyone currently unemployed because once they get a new job this book will help them to keep it. "It can take 6 – 18 months to find a new job so it makes sense to invest time and energy in the one we have," says Richard Maun. This is so true, and following the practical advice and tips in this book will generate positive energy so people can start enjoying their job again. Asking oneself 'Am I value for money?' or 'Would I employ me?' is a huge wake-up call – how many people, before reading this book, have really asked themselves those questions?

Julie Bishop, Founder, www.JobHop.co.uk

A must read for all employees! Useful tips and practical activities make this one for everyone's collection. With this book, everyone can succeed in the workplace! Read it now and don't look back!

Kevin Bennett, Manager – Business Excellence, South West TAFE, Australia

If you think you know it all – you don't, until you've read this book. Richard's calm, structured, non-judgemental approach focuses on the key issues that provide a foundation and a framework that allow to you develop and grow. Upsizing, just as downsizing, can challenge you to keep your job and Richard delivers practical, fun techniques and approaches that encourage you to plan, prioritise and choose to change – to become a more effective, motivated and happier employee.

David Clover, Chief Business Development Officer, EV Offshore Ltd and EVO Inc, UK & USA

What a great book! Once again Richard has hit the nail on the head, providing real insights into the sometimes brutal, modern day working environment. The reality and perspective about decision making and how employees are perceived is bang on and is rarely committed to print. Richard highlights exactly the whys and hows of getting ahead at work, and as ever the useful tips, support and guidance can be used in many areas of life. Trust Richard to tell you exactly how it is, and then give you the tool box to manage yourself to employment happiness. I wish he had written this 10 years ago. Genuinely refreshing!

Jordan Dudley, Director, Dudley Child Recruitment Ltd, UK

A refreshingly straightforward book! It shows you how you can be more successful at work and defines success as being recognised as a productive and therefore valuable employee. In simple, pragmatic terms it shows how making a few changes in your own behaviour, taking actions that are within your control and using simple tools to manage your personal effectiveness can improve your value to an employer. The book shows you what to do, why you need to do it, and how to get started. With job security hard to come by, I can think of many people who would benefit from reading this book!

*Geoff Nelder, former Director, Fellowship and Enterprise Centre,
Cranfield University, UK*

Perfect for anyone who is worried about keeping their job or moving up the career ladder. Read this book, and you will gain skills and confidence that will stay with you for life. I have read and re-read all Richard's books. Why have I re-read them? Because they are so good! Richard provides grounded, practical advice – that you can use day in, day out, to make real changes.

Sara Greenfield, co-Owner, www.thebestof.co.uk/norwich

Anyone who spends most of their waking life in a working environment needs to read this book. In whatever business we operate we all feel better about ourselves if we believe that we are making a difference. For all sorts of reasons we hit barriers, they may just be temporary blockages on a project, or an employee relationship, or the 'big one' experienced by the character "Peter". At a time when we may feel disempowered and vulnerable, Richard from first-hand experience offers practical tools (the 4-hour list is a cracker) and great examples, to help us feel confident and resourceful.

Tony Hall, Chief Executive, Freebridge Community Housing, UK

Full of ideas on how to think differently about your job. This book will not only help you plan a strategy for survival in the workplace but will help you to plan a career. Valuable and thought provoking, the book allows the reader to seriously take stock of their position and then take positive steps to reduce stress and keep earning money!

David Dawber, CEO, Cliffe Packaging Ltd, UK

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RICHARD MAUN

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Preface

How To Keep Your Job is full of brilliant ways to improve performance, stay employed and keep the money rolling in. Probably the most useful book for anyone at work today, not least because it's based on real life examples of people who learned how to keep their job. Its central message is one of hope for us all – that we can assert ourselves and become an *Added Value Employee* – a respected and appreciated person within our organisation.

Are you facing cut backs or 'downsizing' issues at work and want to know how to reduce the chances of losing your job? Are you new into the world of employment and want to know how to survive? Have you taken months to find a job and wish to keep it? Are you under-performing or tired, or fed up with constant change and want to know how to turn things round? If you are, then you're not alone, but did you realise just how much you *can* influence the result – so that when the bosses decide who to keep and who to lose, you'll end up being one of the 'keepers' whom they hang on to?

You have more power than you realise and this book is here to help you unlock it, because it is possible to deploy strategies that will enable you to keep your job when others lose theirs. It is possible to turn round what may seem like a hopeless situation and it's possible to create goodwill and allow people to see your strengths in a positive light.

You can read this book and put the skills and strategies into effect and *really* be ahead of the curve. You'll know then you're somebody worth hanging on to – a high-performing *Added Value Employee*.

We are all good people who can have a successful and fulfilling working life. The trick is to know what to do to achieve this, which requires knowledge, insight and awareness. We need to know about the skills and the tools required for successful continuous employment. We need insight into how organisations work and we need awareness about our own behaviour, so that we can minimise the amount of time we spend irritating other people and maximise the amount of time we spend delighting them.

We also have to keep one thing in mind about our working life – which can slip from our grasp the second we walk through the door and begin our working day – that we are being *paid* for our services.

We are economic machines who need to provide a return on the money invested in us. Though this may sound cold and uncaring, it is the reality of our modern working world. We're not employed to keep the chairs warm and we're not employed for our good looks and charm, unless you happen to be a supermodel. We're employed because the organisation needs our skills and talents and is willing to pay for them. Real money changes hands and real time and resources are used up as we go about our work. Given that time, once spent, can never be recovered, we have to make

good use of it in order to justify the money that is handed to us in return for our efforts.

This awareness of the economic contract that underpins our work is at the heart of this book. We have to remember it and make sure that we do everything we can to remain a high-performing individual, who is seen as a consistent producer of high quality output.

IT'S OUR LIFE

This book is here to provide practical guidance so that we can be really successful in our working life. However, we need to acknowledge that there are hundreds of possible careers and thousands of ways of interacting successfully with people. There are also notable examples of people who 'broke the rules' and things turned out well for them. These adventurous souls make for lively comparisons in cafés and at dinner parties, as people are often drawn to the cheeky renegade, the anti-hero or the person who rebelled and beat the system.

However, given the *millions* of people who go to work each day, these celebrated few are just that, a celebrated few. They will probably be successful in whatever they choose to do and however they choose to do it. That's great for them, but we have to recognise that until we can find our own style and the confidence to go our own way, we need to be good at keeping our job. If we're not, then we could be setting ourselves up for a miserable life and nobody deserves that.

Use this book to help you and at the same time remember that it's your life and you can choose how to live it. You decide what behaviour to exhibit, how to interact with others and to what standard you do your work. The responsibility for success,

or failure, rests squarely on your shoulders. This book is here to support you, make things easier for you and fill in some of the gaps that we all have. I invite you to read it and to choose the bits that work for you. *Any step forward that you take is one step away from failure and one step towards success.*

BACKGROUND

This is a practical book, based on my real life experiences of working with people to help them keep their job. When working as an executive coach, I combine organisational awareness, process thinking and models of behaviour to provide clients with the insight and skills they need to increase their performance. Often, I'm hired to save people from exiting the organisation because with this unique combination of tools and models, I know what levers to pull and how to support people so that they regain their confidence and really excel at their work. In addition, I also lecture at a leading UK university, where I'm a visiting fellow, and run workshops for clients to enable people to develop their career skills.

I've also personally experienced the joy of being hired and the pain of having my job made redundant.¹ This even happened by email once, which has to be one of the most mean-spirited and callous ways of terminating someone's employment. So, I know what it's like to have to call your partner at 9.30am and break the news that you will be coming home early that day: to lick your wounds and wonder what went wrong. I've hired people and then had to let them go when their productivity failed to live up to the assertions they made at interview, and I've been involved in redundancy situations where I had to find ways of choosing between people. This is a stressful task, when you know that someone is going to lose their job and has a family to feed. I learned

¹ We are never made redundant. It's our *role* that is made redundant.

first hand that even though we work hard to make our criteria fair and reasonable there are still areas of subjectivity, because it's very difficult to make all such processes 100% objective.

Therefore, this book features real life stories and anecdotes and looks at what has worked to enable people to keep their jobs and to thrive within an organisation. In many cases the opening situations appeared hopeless, at least to the managers who hired me to work with their colleagues. To me though, there is always hope. People have vast reserves of skill and talent, and with some encouragement and support, these can be tapped and new ways of working can be instilled that break old destructive habits and lay the foundation for new and productive patterns of behaviour.

You can read this book and know that the content has made a real difference to people, who went on to make significant improvements to their working lives. They worked hard, learned new skills and kept their jobs. They became *Added Value Employees* and their lives went from stress and concern to those of celebration and longer term success.

You can be successful too – it's your life and the book is here to help you make it a great one.

ACKNOWLEDGEMENTS

Turning a book from an idea into a reality is a team effort and I would like to take a moment to acknowledge the people who have contributed to the success of this project.

Firstly, all my corporate clients, colleagues and delegates with whom I've worked deserve a big thank you. Thank you for your energy and for enabling me to learn with you – it's great to see people grow and develop.

Secondly, a warm and gracious thank you to Steve Tracey – who

is great with feedback and has a knack of saying the right thing at the right time – for helping me to focus my thoughts and sharpen up the text. Thanks also go to Frances Donnelly, my faithful sounding board, who listens to my ideas and tells me straight if they need more work.

Thirdly, the good people at Marshall Cavendish need to take a bow and bask in my thanks and good wishes for all their hard work. Thank you particularly to Martin Liu for publishing this book and for all your support and encouragement. Also big thanks go to the design and editing teams, who provided good advice and who have worked patiently through the production process.

Although writing can be a solitary experience, there are a bunch of people who have kept me supplied with energy and smiles and whom I would have to invent if they didn't exist: Joe Holmes, Ria Varnom, Sarah Daniels, Steve Tracey again (he's that good), Debbie Robinson and Colin Brett; my office colleagues Paul O'Malley and Simon Hall, who generously allowed me to make tea and kept me amused with their witty banter; my ever-helpful friend Sara Greenfield who diligently followed up my emails so that I could find more time to write; and my special York Twitter-gang of Lindsay King, Julie Hewitt, Kathryn Todd, Heidi Forrest, Colin Merritt and Julie Holmes, who kept me company at odd hours of the day and night and offered encouragement and support when I needed it.

To all of you I say thank you again. You're all great and you're all part of the success of this book.

Right at the end there is a quiet space to say a wistful thank you to Keith Maun and Eric Ashby, both of whom are no longer with us. Both of you gave me positive role models for life and have made a big difference. Thank you for that and I know you're looking down and smiling as I write this.

And before we plunge into the heady cocktail of highly useful skills and tools that will help us to keep our job, there is one group of people who need hugs and kisses and bags of sugary sweets as a reward for being brilliant – so step up and take a bow my four noisy, boisterous and loving children: Lucy, Theodore, Oscar and Harvey. And lastly my deepest thanks are reserved for my supportive and loving wife, the talented and creative Beck. Thank you. Thank you all; you're the real stars here.

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How It All Started

– Peter –

A TRUE STORY

It was one of those dull, slate-grey February days when it all went wrong. I parked my car and splashed through the cold puddles into reception, expecting to meet my client, a middle manager in a large, greasy factory full of high-speed printing machines. Instead I was greeted by a nervous-looking personal assistant, who said:

‘Hello Richard, good to see you again. Instead of going straight into Peter’s office, could you come with me please – Nigel wants to see you first, for a confidential *discussion*.’

Nigel was the fearsome managing director of the business and the PA’s pronunciation of the word *discussion* made it sound like she was really saying ‘confidential *shooting*’.

‘Er, okay then,’ I replied nervously, ‘but I would prefer Peter to be with us. He is my client after all.’

‘No, that’s not possible right now,’ she said, fixing me with a look, ‘Nigel was most insistent that he speaks with you *first*.’

My stomach tightened and I wondered what was going on. I made

my way up to Nigel's office, with a sinking feeling that suggested I wasn't going to a celebration and wasn't being invited up to the boardroom for tea and cakes! What had Peter done? What had I done? We would find out presently.

The meeting was brutally short. It went like this:

Nigel: Hello Richard. We have a problem.

Me: Hello Nigel. How's business? What's wrong?

Nigel: Business is tough and I need to sack Peter.

Me: (Speechless, gaping in shock.)

Nigel: But I don't want to sack him yet and I don't want him to know that I intend to get rid of him either.

Me: But but... he needs to know how you feel.

Nigel: No. His productivity is terrible and his confidence is worse. If you tell him about this it could destroy what little confidence he has left and then he will certainly have to go. I'm giving you a month to turn him round, or he's out.

Me: Can I have longer than a month? Six to eight weeks would be more reasonable.

Nigel: No. If he doesn't do something significant in the next four weeks he's out of here. Now I have to go to another meeting. Goodbye.

Me: Er, bye then.

Now, that was an interesting experience. I remember it vividly. At the time I already knew that Nigel had a reputation as a bully and that his leadership style could, at best, be described as unfriendly, and at worst, savage. I also knew that Peter had been contracted as a consultant and hadn't passed his probationary period and so could easily be removed.

I met with Peter and suggested we review his track record of achievements, which was fairly sparse. He knew he was struggling and was clearly nervous about getting the sack, even though we both knew he'd been working hard. He had failed to make an impact so far for some sound organisational reasons.² I then suggested that if I was his manager I *might* be thinking about removing him for such lacklustre productivity. After a few minutes of verbal jostling he took the hint and went white at the thought of losing his position.

'You can make it,' I reassured him, 'You just have to dig deep and change a few things, then I'm sure you will do well and be a success here.'

He looked doubtful, but said he'd try anything if it made a difference.

We worked together closely over the next four weeks and at the end of it I had a telephone call from Nigel saying how pleased he was with Peter's progress and that he was keeping him. Six months later, when Peter's contract came up for renewal, Nigel was all smiles as he offered him a permanent position. He was thunderstruck, however, when Peter resigned and informed him, with a broad smile, that he was leaving for a much better job in the factory on the other side of town. Not only had Peter kept his job and worked to the end of his contract, he had also learned how to work successfully in the business.

He had become an *Added Value Employee* and was now in the position to remain with the organisation, if he had wanted to do so. In his case he chose to move on, which would have been more difficult before, given his low performance. Success brings success and you're free to decide what to do with it.

² Including the fact that Nigel had deliberately withheld an agreed pay rise from the shop floor staff for three months just to prove he was the boss. Small wonder they didn't want to support Peter in making any changes then.

This book draws on the work Peter and I did to make a difference to him and it includes examples and stories from many other clients.³ What they all show is that with knowledge and application, you can move yourself away from the exit and back into the organisation. When the others around you are fretting about their jobs, you can be reassured by the knowledge that there are many reasons for you to think positively because you've not been trusting to luck or burying your head in the sand. Instead, you've been working diligently to become an *Added Value Employee* – you have learned *How To Keep Your Job*.

As you read this book, you will learn some of the brilliant ways to improve your performance that have been used by people to make a significant difference to their working life. Each one is relatively simple and in combination they are hugely powerful. They include:

The AVE Concept Pg 30	4 Options for Change Pg 57	Contracting Questions Pg 94	20 Essential Communication Skills Pg 115
Organisational Impact Score Pg 40	10+ Ways to Increase Your Energy Pg 73	3Rs of Productivity Pg 98	3-Word Strap Line Pg 133
Keepers Cruisers Cutters Pg 43	The Dashboard Pg 82	4-Hour Lists Pg 100	The Metropolitan Model Pg 134
The Value Question Pg 54	7-Step Contracting Process Pg 90	Productivity Permissions Pg 109	Behavioural Anchors Pg 153

³ Names and details have been changed to preserve client confidentiality.



Powerful You

– *Take responsibility* –

YOU HAVE MORE POWER THAN YOU REALISE

Power is the capacity to act proactively to make a difference. You have loads of it. That's the underlying message of this book. You have more power than you realise to shape your own future and it's up to you to take your power and use it. I've worked with people who were floundering at work and have managed to turn them round from nervous wreck to high performer. From being under the threat of expulsion to keeping their job and getting promoted. From being stressed and anxious to being calm and productive. I know what it's like to lose a job and how hard you have to work to find another one. I also know that most people trust to luck in order to keep theirs. In a competitive society, trusting to luck is no longer an option for long term employment success and it's vital that we acknowledge this and take positive steps to reduce our stress, increase our productivity and keep our jobs. It's no less than we deserve for ourselves and for our families.

We all have the power to influence our surroundings and

although there are times when we feel like a tiny part of an enormous resource-chomping machine, we *still* have power. This book is all about helping people to unlock that power and offering them practical suggestions so that they can wield it and make a difference. Whether you are a first jobber, a graduate on an internship, a successful manager with worries, or a hardworking individual who is deeply concerned about losing their job, this book is for you.

It often takes between 6 to 18 months to find a new job, so it makes sense to invest time and energy in keeping the one we have. This also reduces our stress and helps us to build a more satisfying working life and a happier and more stable home life.

Right now you might feel demoralised, or nervous, or maybe even laugh at the thought you can make a difference, but that thinking isn't helpful and you need to let go of it. Today you're going to read this book and realise just how resourceful you can be, and tomorrow you can start to put it into practice. Or you can start today if you want to – do something to signal the new you and your new approach to being successful.

THEY CHOSE US

You were chosen to join your organisation and you can be chosen to leave it. People make positive choices when they hire people and they make positive choices when they get rid of people. Although some businesses go bust and everybody loses their job, these are relatively rare within the general working population – the chances are that your organisation will at some point either introduce a new corporate strategy, or downsize, or use expansion as a way of sifting and sorting its employees. The ones they like will stay and the ones they don't will go.

Even if a whole office group or factory site is closed, the ‘good people’ will often be offered relocation packages, or sideways moves, or will be found a home in some part of the business. Senior managers are generally smart (although there are few dullards who make it based on their surname, or the old-boy-network) and they know that good people are hard to find, and that it makes sense to keep such people. Really good people are like gold dust and you *really* need to hang on to those.

Our task is a simple one: it’s to take our power and get ourselves into a position where we become one of the ‘keepers’ – so that when a decision has to be made, and you can guarantee that one *will* be made at some time in the future – we fall into the band of people that the organisation will work hard to keep. This is because we will already have worked hard to become and remain someone whom the senior managers know and respect as an *Added Value Employee*.

THE ADDED VALUE EMPLOYEE

This book is about becoming an *Added Value Employee* – the goal that will help us to keep our job because, if we add value to the organisation, we increase our chances of keeping our place in it. If we add value to teams, we increase the chances that people will want to keep us in them and if we are generally well liked and well respected, then the organisation as a whole will want to keep us inside it.

We will measure our success at becoming an *Added Value Employee* throughout this book by referring to our AVE scores. The better we are, the higher our AVE scores will be and the more likely we will be to remain employed when everyone is sorted and compared on a value line from low scorers to high scorers. We want to be above the cut and with at least 20% of clear water in

hand for an added safety margin. This means that we don't just want to be *good*, we want to be *great* so that when people are in discussion about what to do with us, a very short conversation will ensue, which will run like this:

'We need to decide what to do with Richard. We'll keep him. Put him on the pile over there and we'll sort him out later, after we've got rid of these people, whom, much as we "like" them, we can no longer afford to keep.'

An *Added Value Employee* has many qualities and attributes and we will consider how to develop these in this book. When we step back from details and boil them down to their essence, though, they fall into three main categories:

- Productivity
- People skills
- Public Relations (PR)

This is what I call the **AVE Concept** and we will explore it in greater detail in the next chapter. For now we need to recognise that scoring highly at *each one* of these things is essential, or we run the risk of losing our job. Our 'AVE scores' are the value we attach to our Productivity, our People Skills and our PR activities. Whatever your starting point is today, you have to remember that you *have more power than you realise* and that you have the skill and talent to succeed. If you're in doubt, go back and re-read the previous chapter and think about how Peter made the transition from plodding to performing. The secret to his success was to realise that he did have the power to make things happen, to negotiate with people and to make changes. His problem was essentially that he had forgotten that it existed within him.

THERE IS ALWAYS HOPE

When I'm coaching people, the first thing we do is to establish that there is *always* hope. That we can take positive actions to make a difference and that no matter how bad the situation seems, we *always* have options and we *always* have the capacity to act. We might only be able to take a tiny step, but it's still one pace closer to a brighter and more secure future and one pace away from disaster.

I've worked with some truly difficult cases, involving tears and tantrums and people who thought they were going to lose their job for sure, and yet we managed to turn things around to improve their situation. They moved from inactivity and worry to action and high productivity. I've included case studies and examples in this book so that you can read their stories and see for yourself that it's possible to make a difference in your working environment, to become an *Added Value Employee* and to significantly increase the chances of keeping your job.

DECISIONS INCLUDE EMOTIONS

One of the key reasons we know there is always hope is that people tend to make decisions based largely on emotional responses. People are always making choices. Whether to have salad or sandwiches for lunch. Whether to answer that email, or play another round of that game on their smartphone. Life is full of choices and two of the most important choices that are taken about us at work are:

- whether to employ us; and
- whether to keep us.

These *are* choices and although they are often dressed up in a

legally pleasing jacket of facts and objective information, they are still choices which are made with imperfect information by flawed human beings. As a species we have one great defect when it comes to decision-making – most decisions are based on emotion.

People often amass facts and figures, check productivity charts and consult with complex ratios, but they also give in to their feelings. When we buy a house, we will consider how it feels to walk around inside it, whether we like the ‘ambience’ of the property and the view from the garden. When we buy a car or a piece of electrical equipment, we often include technical considerations in our thought process, but end up making choices with our hearts. Why else would products be styled and coloured to *look* appealing? If we were objective we’d buy the car that did the best job for us, but instead we buy the car because of the pretty headlights or the graceful sweep of the body lines, or the aggressive stance on the road, or because it looks cute and friendly.

We know we do this in our personal lives but we often forget that we do this in our professional lives too. So when the time comes for someone to make a choice about us, we can be sure that they will weigh up the ‘facts’ and then slap on a big dollop of emotion, to get the outcome they really want. If the wrong outcome occurs, then it’s entirely possible to tweak the numbers and rerun the decision-making process to get the right answer. This allows them to defend their decision as being objective and open to scrutiny, which it is in part, but which is also laced with a healthy dose of emotion. The emotion is often held outside of our awareness and it is surprising just how often the people who leave an organisation are the ones who ‘didn’t fit in’ and not the ones who ‘fitted in, but did no work’ or who ‘didn’t fit in, but had real talent’. Curious?

When people say that someone doesn't 'fit' their organisation, they are really saying that the behaviour deployed by that person isn't to the liking of that organisation. The concept of 'fit' is often used by people to excuse their own failings, but it's wrong to blame our departure on 'not fitting in' because every organisation encompasses a range of personalities who all seem to 'fit' in their own way. If we get the sack, we console ourselves by saying that we didn't fit in. What we should *really* be saying to ourselves is that we went because we didn't add enough value.

Instead of moaning and blaming other people or random events, we can keep our job by choosing to use behaviours that other people find helpful and rewarding to have around. One sad reality of 'fitting in' is that this is often used by bullying managers to describe junior staff who are subservient and don't give them any trouble – the kind of people who never challenge their authority and who never poke their own vulnerabilities.⁴

In other words, 'fitting in' is often an illusion and what counts is our *performance*. We need to know how many AVE points we have and what we need to do to increase our score, but before that, we need to make a choice to be successful.

WRITE A LIST OF POSITIVES

Part of choosing to be successful is about recognising that we have skill and talent, no matter what job we are doing, or how we currently feel about ourselves. Just because we may be stressed, doesn't mean that we have lost any of our goodness and one way to begin to see how good we might be is to write a list of our strengths

⁴ If you work for a bully or know someone who does then have a look at the book *My Boss Is A B@\$T@\$D*. Despite the pithy title it's there to help people who are really stuck.

and skills. What do we do well? What have we had praise for in the last couple of years? What do we count among our achievements? What did they like about us at interview? What qualifications do we have (either on paper or through experience)? Take some time to think and perhaps chat with a trusted friend or your partner. Then fill in the table below, in any order, and feel free to add more items if you wish.

Strengths I have and achievements I have made include:	Technical skills and qualifications that I have include:
1)	1)
2)	2)
3)	3)
4)	4)
5)	5)

TAKING RESPONSIBILITY

We know that at some point in our working life, the organisation we are part of will expand, contract or maybe merge with a second organisation. At each one of these key decision points, the personnel required to make the organisation effective will change and therefore decisions will need to be taken about who stays, who goes, and who needs to be promoted or demoted. This is the time when things count, when our previous actions and inactions

will be weighed up and decisions taken about us – when our AVE scores will be lined up and the people at the bottom weeded out. Our job is to ensure that our scores are high enough to survive the cut. It's as simple as that.

I'm inviting you here to acknowledge that you're a good person who works to the best of your ability and wants to do a great job. I'm also inviting you to acknowledge that there may be times when you under-perform, or have styles of communicating that annoy people. You might have been right to pursue your point and win the argument, but what was the cost in emotional terms? Are those people now waiting to get you?

Please go and fetch a pen and read the following statement, then sign and date it to give you a clear starting point in this book. In doing so you've made a positive choice to yourself and to your family. You're not going to be a passive worker who waits for the axe to fall. You're going to be the person you know you really are: talented, friendly, hard working and worth the money.

DECLARATION

I declare that I have chosen to become an
Added Value Employee.

I'm not going to sit idly by and worry. Instead I'm going to gather information about what I do, reflect on the changes I need to make and then make them in order to increase my Productivity, my People Skills and my PR activities. Though this may require an extra effort, I believe that putting in this effort will be better than having to find another job. I'm worth it and I'm a good person – it's worth investing in me:

Signed:

Dated:

* SUMMARY

You have more power than you realise. You can choose to take your power and wield it effectively so that you increase your AVE scores, because the higher they are, the more likely you are to keep your job. You know that decisions always have a large emotional element and that if you have high AVE scores, people will tend to want to keep you. Even if they don't yet know what it is they want you to do exactly, they know that you're one of the 'keepers' who will be part of the organisation's future. Choose to become a 'keeper' and read on.



The AVE Concept

– The essence of success –

YOU CAN BE GREAT AT ALL THREE DISCIPLINES

Before we look at the AVE concept in more detail you need to know something which is a kind of secret that people in organisations often forget. The secret is that you are already amazing.

Think about how complex modern life is – we use sophisticated communications devices, we raise children; some of us act as school governors, or run sports clubs, or play a musical instrument. We negotiate and purchase property worth hundreds of thousands of pounds and drive cars which can travel huge distances and at great speeds. All of these things form part of our daily life and we overlook them because we just get on with it. However, if we look at the skills used to do these things we realise that they involve lots of thinking, lots of highly developed communication skills, the ability to embrace new technology and a constant updating of our transferable skills. Email, Twitter, Facebook, Skype, smartphones, blogging, digital cameras, video conferencing and online banking are all things that have become part of our daily lives. We've had to

learn to use them and they all require the same skills that we need to be a successful *Added Value Employee*.

An example that I often use with clients, to make the point, relates to property and family: If I asked you to set up and manage a £1 million business you might shrink back and think, ‘oh-my-god what a big scary project’, and say, ‘I could never do that. I’m not a business person, or a project manager.’ However, if we look at 20 years of family income and include the value of property transactions, they can easily be in excess of £1 million. We manage that and we might even be doing a great job of it. There’s no difference. If you can do it at home you can do it at work. And if you’re struggling at home, you’re probably just lacking a bit of support or information. I’ve worked with enough people who’ve moved from fed up, washed up and fearful to assertive, resourceful and productive to know that *we all have magic inside us*. We are talented and we can already do complex and demanding tasks.

Remember that, as you read this book, you’re already doing it anyway. We just need to focus our thinking and actions to apply them to what we need to do in our organisation during our working day.

THE AVE CONCEPT

Building on the criteria of Productivity, People Skills and PR, we arrive at the AVE concept because it underpins what becoming an *Added Value Employee* is all about. The concept comes in two parts:

- 1 Scoring ourselves for each one of the three key areas.
- 2 Combining these raw scores into our Organisational Impact Score.

These will then show us where we need to improve and how much we contribute to the organisation overall. When we score highly, we become *Added Value Employees* and are more likely to keep our job. So this chapter is about how to work out our scores and then the rest of the book is devoted to practical changes that we can make in order to increase them. It's a very simple and very powerful process and it's worked successfully in many different organisations.

After extensive practical experience of working with clients I've come to see that in order to keep your job, all three key areas which we need to excel at in order to survive are *interlocking* for mutual support and success. Being good at only two of them isn't good enough as lacking the third could leave us vulnerable – much like building a castle and leaving one of the outer walls unfinished. We'd look impregnable from the front, but would be exposed to an attack from behind by marauding forces.⁵

AVE SCORES

Below is the AVE score table that we can use to work out how well we are doing in each of the areas. Please read the rest of this chapter and then come back and score yourself to give you a benchmark from which to gauge future performance increases.

⁵ Several years ago I coached a client in a 'secure' factory. It had double-door locks on the front, a security buzzer, a camera and a secure waiting room. The back door, however, hadn't been wired into the alarm system and was frequently left hanging open. Don't make the same mistake when you're working hard to keep your job.

AVE SCORE TABLE	Do you do this rarely and/or badly?	Do you have good days and bad days?	Do you work to a consistently high standard?
	LOW AVE Score	MEDIUM AVE Score	HIGH AVE Score
PRODUCTIVITY	1 - 2 - 3 - 4	6 - 8 - 10 - 12	14 - 16 - 18 - 20
PEOPLE SKILLS	1 - 2 - 3 - 4	5 - 6 - 8 - 9	10 - 12 - 13 - 15
PUBLIC RELATIONS	1 - 2 - 3	4 - 5 - 7 - 8	9 - 10

The AVE concept invites us to think about what we do, because we need to imagine that we are being scored every day and, sadly, the reality of modern working life is that we're only as good as we were yesterday. The scales are deliberately weighted to reflect the fact that Productivity tends to carry more value than the other two factors and that an organisation will tend to tolerate someone who is a great performer and a bit grumpy, over someone who is a dazzling person to be with and yet constantly produces rubbish. People Skills are, however, vital and cannot be under-estimated. They go a long way to shaping people's opinion about us, particularly if we have to choose between two average performers – people will tend to back the one with better people skills and let go of the one with poorer people skills.

PR also has a bearing on our *Added Value Employee* status and comes third after the other two facets. If People Skills are about how you interact with your colleagues then PR is about who else knows you exist and knows you have skill and talent. People can score low on this scale and still keep their job, *but* I've noticed time

and again that effective internal PR goes a long way to increasing our organisation's perception of just how valuable we are. Indeed many internal promotions arise because someone somewhere values our skills and talents and thinks we could do with a nudge to apply for the next role in our career.

Obviously other factors are likely to come into play when we think about what affects our organisational future and these might include corporate politics, tax changes, revised legislation, new consumer trends, or technological advances. However, those things are beyond our control, whereas our Productivity, People Skills and PR are ours to influence and improve.

As you read the rest of this book, reflect on your scores and perhaps refine them as you think more deeply about what you do well now and what you need to improve on. Set yourself a personal target to reach after one month of improvement activity, then re-score yourself and notice how much you have improved.

HOW TO SCORE YOURSELF

There are two ways to score yourself. Please choose the method that works for you for each of the three categories, and then circle the relevant number on each of the three scales. The first way is to use your instincts and circle one number on each line that best represents what you did over the last two to six months, depending on how good your memory is. It's okay to score yourself highly and it's okay to give yourself a low score too; what we want is for it to be realistic, rather than overly modest or needlessly harsh. Let your mind wander and gather a sense of how you would genuinely rate yourself if you were sitting in front of a panel of experts and had to justify how you arrived at those scores.

The second way to score yourself is to read the descriptors

below and then to decide which ones most closely fit you. It's likely that none of them will be a perfect fit, so use your judgement to decide which ones sound *closest* to your daily activities. Each one of the three disciplines is explained in more detail in the chapters that follow and when you reach them you can review your scores, as you consider your performance and think more deeply about just how much of each element you *really* put into practice.

PRODUCTIVITY is about delivering the right quality of work *on time*, every time. We're only as good as our last piece of work because people have short memories and tend to focus on the 'here and now'. Doing well two years ago and then doing nothing since isn't going to help.

- ✓ **LOW productivity** is characterised by work that needs constant supervision by others in order to correct mistakes, by work that is rushed and badly thought through and by missed deadlines. Missing deadlines always causes inconvenience to others and sends ripples through our local working environment. We might do some or all of these things for a majority of the time and recognise that this is a weakness we have, however well motivated we might be.
- ✓ **MEDIUM productivity** is characterised by work which can be termed 'acceptable'. It answers the brief and is delivered on, or close to, the deadline and only contains a few mistakes. Some days, or with some tasks, we might excel and this is balanced out by the days when we perform at reduced productivity levels, or have tasks that constantly frustrate us. People who perform at the upper end of the medium category will often show initiative and can solve problems with a minimum of support.
- ✓ **HIGH productivity** is characterised by work which can

always be relied upon by others to be delivered on, or before, the deadline, to be finished to a high standard and to need no, or only cursory, supervision for quality. Really high performers have a reputation for excellence and are often given the choicest tasks and more challenging roles, because they can be relied on to perform consistently. They show great initiative in completing tasks and are proactive problem solvers, who can balance thinking with doing and are able to self-monitor their progress and review where they are and where they need to go. Because of these highly developed transferable skills, they are often asked to support the work of other colleagues and/or departments.

PEOPLE SKILLS are about how well you get on with other people. Being quiet and methodical is a strategy for survival, being noisy and toxic is not. Being polite and thoughtful helps, while being abrupt, waspish and sour doesn't.

- ✓ **LOW people skills** are characterised by people who have a reputation for being argumentative, rude, aggressive, rebellious and miserable. They tend to snap at people and are tolerated rather than liked. There may also be loner types who, although they are great people inside, find it difficult to socialise with others and can be mislabelled as awkward or grumpy when they're just shy.
- ✓ **MEDIUM people skills** are characterised by people who get on well with some people, but not everybody. They will tend to have several friends and also to have a small group of people they struggle to relate to. Depending on who they are communicating with, they may be happy, laughing, warm, caring, polite, or abrupt, grumpy, teasing, gossipy, patronising or belittling. They may also flip from being serious to being humorous, which confuses people. They tend to forget that people don't like to be hurt and assume that as long as they have a few mates they'll be fine.

✓ **HIGH people skills** are characterised by people who are adept at mixing with all levels in an organisation. They ask purposeful questions *and* listen to the answers. They know how to sell ideas and how to overcome resistance. They are not passive or meek, but they know when to pursue a point and when to withdraw and put the relationship ahead of intellectual victory. They use language skilfully as a tool to get the job done and are comfortable presenting to groups. They are generally well liked, have few enemies and are considered to be polished performers within the organisation.

PR is the third key factor in our work to become an *Added Value Employee*. Public relations encompasses how the whole organisation perceives you and what you do to promote yourself and foster strong relationships around the *whole* environment. With good PR, people become aware of your skill set, your transferable skills and the potential you have to offer the organisation. If you think about yourself as a business then PR is about branding and differentiation⁶ – your shop window. What special skills are you *known* for? How would you summarise yourself in 3 or 4 words? Why were you hired in the first place? Do you have a senior management mentor? Do you take part in discussion groups and clubs? Throughout the decision-making layer of the organisation, who knows you exist and who are your supporters? When a decision is made, people are often canvassed for their opinion and there are three broad categories that we all fall into:

1. Never knew him and never will. *We are asked to leave.*
2. Know him and don't like him. *We are asked to leave.*

⁶ Differentiation means making people aware of what makes us special and unique in a positive way.

3. Know him and like him and think he's an asset. *Sometimes called 'a keeper'. We get to stay.*

- ✓ **LOW PR** scores are characterised by someone who is only known within their immediate team or work group, who has a poor relationship with their line manager and who tends to socialise only rarely, often at fixed functions, such as at a Christmas party. This may be down to a lack of knowledge – or a lack of confidence about how to become known – but it still rates as poor performance when we're considering AVE status. Low PR can also come about by the scoring of an 'own goal' in a significant situation, *i.e.*, making a mess of things in front of important people.⁷
- ✓ **MEDIUM PR** scores are characterised by people who have a reasonable working relationship with their line manager and who know at least one other manager who thinks well of them. They might also take part in a work-related activity such as a sports club, or socialise with people from outside their work group off-site. They don't actively seek out new opportunities to promote themselves, but are willing to take on new tasks and work with other departments and other managers when asked to.
- ✓ **HIGH PR** scores are characterised by someone who is known to a majority of managers and several directors, who all know what the person's key skills and talents are. High PR means actively networking within the organisation to make new friends and to come to the attention of the decision makers.

⁷ As an example, I once asked the Directors of an organisation why they had purchased a particularly expensive piece of equipment. None of them could answer my apparently innocent question and collectively they all looked stupid. The problem was, of course, they all then disliked me for asking them that question, which had embarrassed them in a public setting. I know this because a colleague, who was in the meeting with me, reported back on their frowns and glares. Oops... a PR disaster!

This might be achieved by volunteering to take part in special tasks, or taking on occasional extra responsibilities, or by having a senior director as a personal mentor. High PR scores are about being effective in getting known as an asset, not about insincere friendliness or hard selling – these tend to irritate people. High PR scores also tend to go hand in hand with high productivity and high people skills, because it's pointless going out of your way to share major flaws with the senior management team – success brings success.

Now that you've read the descriptors, please go back and circle one of the numbers in the AVE score table for each category. Use your judgement and be honest with yourself. Perhaps discuss them with your partner as a safe way to check your thinking, or re-read your last annual appraisal. Choose a number for each category and choose now.

NATURAL VARIATION

Choosing a precise number can feel a bit self-limiting. If this applies to you, then we can recognise that although a best guess is still valid, we can think of a range of ± 1 place on the scale for 80% of the time, to get an idea of where our true score is likely to be contained on most days. We can also think of a range of ± 2 places for 20% of the time when we're either really flagging, or over-performing. (Note we're talking *places* here not points, because the scales are not all simple 1-2-3 progressions). So, for example, if you've scored yourself a 14 for productivity, that probably means some days you'll be a 12 and at the top end of the Medium category and on other days you might be a 16 and really producing excellent work. It's unlikely that you will dip into poor

productivity, unless you're physically ill, or stressed, or have been asked to do a task for which you have no ability or training.

Keep this natural variation in mind when thinking about the Organisational Impact Score, because our true impact will tend to gently fluctuate within a range of scores. The key thing is to recognise what the general patterns are for you and not to get stuck arguing whether you should be an 8 or a 9 on one of the scales.

ORGANISATIONAL IMPACT SCORE

Now that we have our raw AVE numbers we can turn them into something useful to gauge how good we really are. Because these things all work in relation to one another we will *multiply* them together, in order to get an overall score that we can use to compare against other people. This is easier than it sounds even if maths isn't your natural strength, and we can work out our Organisational Impact Score by following the simple sum below:

My Organisational Impact Score is:

Productivity score of ____ x People Skills score of ____

x PR score of ____ = _____

All divided by 3,000 = _____

The number 3,000 is a constant and never varies and it reflects the maximum scores available for each category. If we multiply 20 x 15 x 10 we get to 3,000.

EXAMPLE: JACK AND HOLLY

Jack's work is adequate, he seems popular with his colleagues and

is friendly with a couple of senior managers, with whom he plays football, so he scores himself 10 for productivity, 8 for people skills and 7 for PR. His scores look like this:

Jack's Organisational Impact Score

$$10 \times 8 \times 7 = 560 \text{ divided by } 3,000 = 0.187$$

Holly works diligently and accurately, can be grumpy if disturbed while she's working and tends not to socialise too much with her colleagues, so she scores herself as 16 for productivity, 4 for people skills and 1 for PR. Her scores look like this:

Holly's Organisational Impact Score

$$16 \times 4 \times 1 = 64 \text{ divided by } 3,000 = 0.021$$

In comparing Jack and Holly's Organisational Impact Scores we can see that although Holly is more productive, the effect of multiplying scores makes a big difference to her overall score. It's more likely that in this case the organisation will choose to keep Jack because his work isn't significantly worse, but his people skills and his PR skills are significantly better. Although working life requires us to be productive, it is also a social environment and people like to feel good about their colleagues and enjoy their company.

WHAT IS A GOOD SCORE?

Our aim is to be as close to 1.000 as possible, as that is the maximum score. In the examples above, neither Jack nor Holly scored particularly well because this system highlights the problems of being average for most things, or great at one thing and poor at the others. It also means that a small improvement in one area can have a great impact. If we imagine that Holly read this book to the end, chose to put some of the things into practice and that her people skills and PR scores increased by several points each, then her updated Organisational Impact Score might look like this:

Holly's New Organisational Impact Score

$$16 \times 8 \times 4 = 512 \text{ divided by } 3,000 = 0.171$$

By putting in extra effort to improve the way she interacts with her colleagues and by doing some basic networking, perhaps to remind people that she can be a fun person and just likes to work undisturbed, Holly's Organisational Impact Score has increased from a tiny 0.021 to a more respectable 0.171. This means that in practice she's around the same level as Jack, and if the organisation really values her productivity then she will be the one to be kept, if they had to make a choice.

That's one of the key things to remember; whilst poor effort multiplied together gives a really low OI score, small improvements can have *huge* effects – that's why there is *always* hope. You don't often have to do much more work to become an *Added Value Employee* and increase your chances of keeping your job.

AVE CLASSIFICATION AND ORGANISATIONAL IMPACT SCORE ZONE

As an Organisational Impact Score in isolation can be a bit meaningless, we can use the following table to give ourselves a sense of perspective and find out how close we are to becoming an *Added Value Employee*. The example scores are just indicators – the key thing to focus on in the table is where your Organisational Impact Score sits and to note the *zone* this tends to place you in and what *type* of employee this might describe you as:

TYPE	Example Productivity Score	Example People Skills Score	Example Public Relations Score	OI Score	ZONE
KEEPERS	20	15	10	Max 1.000	SAFE This is the best zone to be in and where we all need to aim for. We need to score at least 0.420 to be here. When we're here then we really are <i>Added Value Employees</i>
	14	10	9	0.420	

CRUISERS	12	9	8	0.288	STRESS This is where the majority of people sit and the danger here is that we could end up close to the 'cut'. We need to score at least 0.040 to be here.
	6	5	4	0.040	
CUTTERS	4	4	3	0.016	SO LONG This is the worst zone to be in and there is a high chance of leaving the organisation if we stay here.
	1	1	1	0.001 Min	

The table shows combinations of scores for each classification and it's possible to be in the *Safe* zone by excelling at productivity and people skills whilst being average at PR. This is because organisational PR performance tends to lag behind Productivity and People Skills in real life. However, it's not possible to get into the *Safe* zone if we're poor at PR and great at the other two, which serves to remind us that it's the *combination* that counts. It also tends to suggest that for many people an improvement in PR will accelerate them higher up the *Cruiser* group and away from the majority of their colleagues.

The effect of multiplying scores is that we need to achieve a *minimum* Organisational Impact Score to enter each area. Anything below 0.040 and we're in the *Cutter* group, whatever our combination of AVE scores are which make this up. Similarly, if our combination of AVE scores put our Organisational Impact Score at 0.420 or above then we can relax a bit, knowing that we've joined the elite group of *Keepers* and can think of ourselves as high-performing *Added Value Employees*.

If we're in the *Safe* zone then there is a high chance the organisation will keep hold of us, as we will tend to have useful transferable skills and be considered an asset. The *Stress* zone is so named because people in it face the most uncertainty in terms of keeping or losing their job. Clearly there is a hierarchy here, based on Organisational Impact Scores, but as we won't know where the cut line is we cannot allow ourselves to be complacent. We need to keep on improving because even a modest increase will reflect in a much higher Organisational Impact Score. Finally, if our productivity is generally dreadful then we can expect to be in the *So Long* zone, because that's what we're likely to hear fairly soon from our line manager... *so long buddy... there's the door... please use it... goodbye!*

Some enlightened employers will recognise that if someone is in the *So Long* zone they need help and support. People tend not to hire poor performers and then pay them for doing very little, so if someone is here then it's likely that something is amiss and ought to be investigated. Perhaps the person concerned has problems at home, has a health issue they're not sharing, or has been over-promoted and is struggling to keep up in a new role. Huge organisational changes can sap people's confidence and energy and in times of uncertainty it's likely that some people,

when they most need to shine, find it hard to cope and end up struggling. If you know someone who is struggling, find a way to help them because we all need a little support sometimes.

To get a really high Organisational Impact Score we need to be consistently good in all three categories. However, don't be disappointed if your score seems low; that's the effect of multiplying things together and then dividing them. They produce small numbers at the end. However, if we make a small change in our basic AVE Score it can have a big impact. Equally, if we're superb at one area, such as Productivity, but are lousy at something else, such as People Skills, then our Organisational Impact Score will be dragged down and rightly so. Use the rest of this book to help you increase your scores, reduce your stress and improve the pleasure of your daily work experience. Success brings success and a great sense of comfort, so it's worth making a little extra effort to reap great rewards.

* SUMMARY

Our Organisational Impact Score is the jumping off point for making improvements. It gives us a sense of where we stand in the organisation and what we have to do to get into the elite *Safe* zone where the high-performing *Keepers* live. If we're already there we can still find ways to increase our performance because scores will tend to fluctuate over time and even the greatest people can have bad days, or a run of poor productivity.

To be successful *Added Value Employees*, we need to recognise that there are three basic underlying areas of our work: our Productivity in terms of what we do and how

we do it; our People Skills, in terms of how we fit in with the world around us and our PR activity in terms of how we become known and build our influence throughout the rest of the organisation. Remember too that perception counts because, no matter how objective and fact-based a selection process is, it often involves an element of emotion and therefore contains some personal bias; that's why we need to perform to a consistently high standard in all three areas. High performance is available to all of us; it's all about making sure we put simple tips and tools into practice.



Kit Box

– Models, skills, tools and secrets –

YOU CAN BE RESOURCEFUL

To become *Added Value Employees* and keep our jobs, we can decide on our own priorities and we can carry with us the kit that we know will make the most difference. We can choose the models and tools that best fit us in our situation and can tailor them so they feel comfortable to use.

This chapter is a digest of all the other chapters and gives a flavour of the brilliant tips and tools that have featured throughout this book. Think about them, use them and enjoy becoming more successful.

CHAPTER 1 – HOW IT ALL STARTED

Peter is a real person and the story actually happened. He moved from being unproductive to being an *Added Value Employee* and in doing so kept his job.

CHAPTER 2 – POWERFUL YOU

You are powerful and you can remember that:

- They chose you.
- There is always hope.
- Decisions include emotions.

We can write a list of positives and we can take responsibility for our actions. Think about key attributes and successes and fill in the table below, in any order:

Strengths I have and achievements I have made include:	Technical skills and qualifications that I have include:
1)	1)
2)	2)
3)	3)
4)	4)
5)	5)

CHAPTER 3 – THE AVE CONCEPT

Building on the criteria of Productivity, People Skills and PR, we arrive at the AVE concept because it underpins what becoming an *Added Value Employee* is all about. The concept comes in two parts: the first is to score ourselves for each of the three key areas and

the second is to combine these raw scores into our Organisational Impact Score.

AVE SCORE TABLE	Do you do this rarely and/or badly?	Do you have good days and bad days?	Do you work to a consistently high standard?
	LOW AVE Score	MEDIUM AVE Score	HIGH AVE Score
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PUBLIC RELATIONS	1 - 2 - 3	4 - 5 - 7 - 8	9 - 10

NATURAL VARIATION

Choosing a precise number can feel a bit self-limiting and if this applies to you, then recognise that although a best guess is still valid, we can think of a range of ± 1 place on the scales for 80% of the time to get an idea of where our true score is likely to be contained on most days. We can also think of a range of ± 2 places for 20% of the time when we're either really flagging, or over-performing.

ORGANISATIONAL IMPACT SCORE

We can work out our Organisational Impact Score by following the simple sum below:

MY ORGANISATIONAL IMPACT SCORE IS:

Productivity score of ____ x People Skills score of ____ x
 PR score of ____ = _____
 All divided by 3,000 = _____

The number 3,000 is a constant and never varies and it reflects the maximum scores available for each category. If we multiply 20 x 15 x 10 we get to 3,000.

AVE CLASSIFICATION AND THE ORGANISATIONAL IMPACT SCORE ZONE

As an Organisational Impact Score in isolation can be a bit meaningless, we can use the following table to give ourselves a sense of perspective and find out how close we are to becoming an *Added Value Employee*. The example scores are just that; the key thing to focus on in the table is where your *Organisational Impact Score* sits and to note the *zone* this tends to place you in and what *type* of employee this might describe you as:

TYPE	Example Productivity Score	Example People Skills Score	Example Public Relations Score	OI Score	ZONE
KEEPERS	20	15	10	Max 1.000	SAFE This is the best zone to be in and where we all need to aim for. We need to score at least 0.420 to be here. When we're here then we really are <i>Added Value Employees</i>
	14	10	9	0.420	

CRUISERS	12	9	8	0.288	STRESS This is where the majority of people sit and the danger here is that we could end up close to the 'cut'. We need to score at least 0.040 to be here.
	6	5	4	0.040	
CUTTERS	4	4	3	0.016	SO LONG This is the worst zone to be in and there is a high chance of being told to leave the organisation if we stay here.
	1	1	1	0.001 Min	

The table shows combinations of scores for each classification and it's possible to be in the *Safe* zone by excelling at Productivity and People Skills whilst being average at PR. This is because organisational PR performance tends to lag behind Productivity and People Skills in real life.

CHAPTER 4 – THE VALUE QUESTION

The cost of keeping us falls into two categories, direct and indirect. They include:

DIRECT COSTS	INDIRECT COSTS
Salary Overtime Annual bonus Pension contribution Company car allowance Other rewards	Employer tax and NI Recruitment costs Annual training costs Tools and software Telecomm costs Travel and subsistence Office overheads Management overheads Consumables

THE VALUE QUESTION

There is a question which we have to ask ourselves, when considering our costs *and* our *Added Value Employee Scores and* our *Organisational Impact Score*. This question is this:

How much would you pay for you?

CHAPTER 5 – PRACTICAL OPTIONS

We always have more options than we realise. We can stop being passive and can be active instead. We can begin to solve our performance issues. Four practical options we can take to make a difference include:

- Asking for further training.
- Asking for coaching or mentoring.
- Asking to keep your role and moving to a different team.
- Asking for another role.

CHAPTER 6 – TKO TIME

We want to avoid a technical knockout, either for an act of gross misconduct, or for an act of gross stupidity. There is a comprehensive list of things *not to do* in the chapter and some of the key things to watch out for are:

1. Don't steal.
2. Don't break the law.
3. Don't bring your company into disrepute.
4. Don't break iron rules.
5. Don't break health and safety rules.

6. Don't lie on your CV.
7. Don't breach confidentiality.
8. Don't be discriminatory.
9. Don't exceed your authority.
10. Don't fall foul of substance abuse.

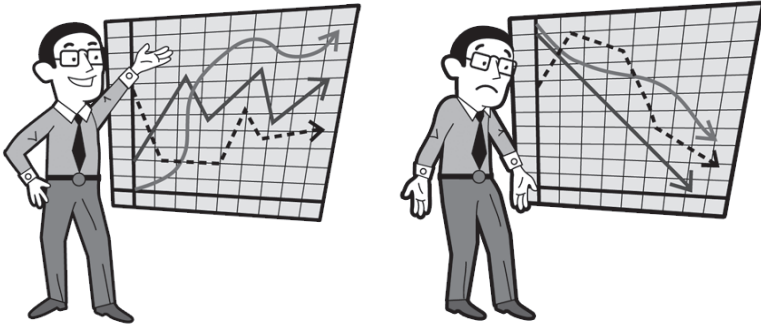
CHAPTER 7 – ENERGY FOR CHANGE

Any kind of change that we have to enact in order to keep our job requires *more* energy than we're currently investing in the *status quo*. This in itself is draining. Here are ten ways that clients have approached this issue and changed aspects of their lives to increase the amount of energy they bring to work with them each day:

- Date!
- Dine out.
- Play a sport.
- Play a musical instrument.
- Eat breakfast.
- Book a short break.
- Reduce your working hours.
- Join a club.
- Go to bed earlier.
- Less caffeine, more water.

CHAPTER 8 – MEASURE IT & MANAGE IT

Numbers on their own are interesting, but isolated; we need to see the trend so that we can manage our situation more effectively. Pause for a moment and look at the cartoons on the following page. Who would you rather be like?

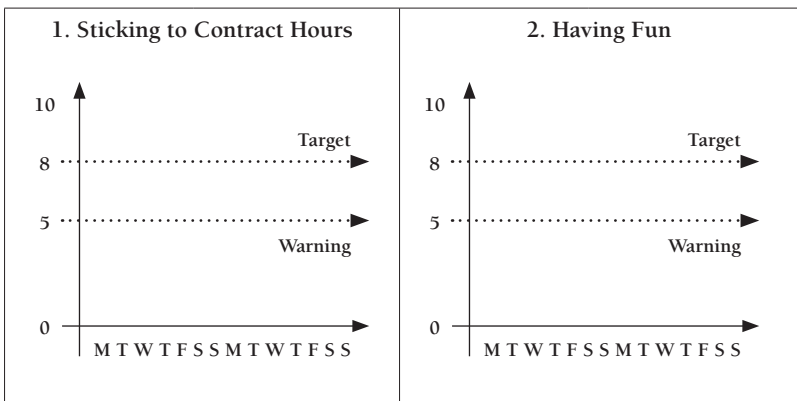


THE DASHBOARD

A dashboard is a device that groups several performance measures in one place. When using a dashboard, the key to success is to do four things:

1. Notice if the trend lines are going down.
2. Take proactive steps to move the numbers up.
3. Seek help if you feel that you're stuck.
4. Give yourself a treat for doing well.

TYPICAL DASHBOARD



<p style="text-align: center;">3. Good Breakfast</p>		<p style="text-align: center;">4. Productivity</p>	
<p style="text-align: center;">5. People Skills</p>		<p style="text-align: center;">6. Public Relations</p>	
<p><i>AVE Scores at the start of the first week:</i></p> <p>Productivity_____</p> <p>People Skills_____</p> <p>PR_____</p>	<p><i>Organisational Impact Score:</i></p> <p>P_____ x</p> <p>PS_____ x</p> <p>PR_____ x</p> <p>Divided by 3,000 = _____</p>	<p><i>AVE Scores at the end of the second week:</i></p> <p>Productivity_____</p> <p>People Skills_____</p> <p>PR_____</p>	<p><i>Organisational Impact Score:</i></p> <p>P_____ x</p> <p>PS_____ x</p> <p>PR_____ x</p> <p>Divided by 3,000 = _____</p>

CHAPTER 9 – PRODUCTIVITY PART 1

Contracting is a *process* and often is an *iterative process*, which means that we need to keep revisiting it until we have complete clarity. In order to make sure we have addressed all the key parts of the process, here is a 7-step approach that breaks contracting into useful chunks of activity:

7-STEP CONTRACTING PROCESS

1. Check
2. 2W+WHW
3. Competency
4. Reality Check
5. Set way-points
6. Add some contingency
7. Re-contract

CONTRACTING QUESTIONS

Often the essence of clear contracting is to ask great questions, as they promote discussion, invite people to think and unlock potential. Here are a few sample questions to get you thinking:

5 GREAT CONTRACTING QUESTIONS

1. What's your priority?
2. What is likely to cause me a problem?
3. How soon do you really need it?
4. What does success look like?
5. What are your key issues?

CHAPTER 10 – PRODUCTIVITY PART 2

Improving our productivity is about choosing to be smart with our time by focusing our efforts. Help yourself by excelling at the following and then by giving yourself a useful productivity permission:

THE 3Rs OF PRODUCTIVITY:

1. Right Quality
2. Right Quantity
3. Right Time

MAINTAIN YOUR FOCUS BY:

1. Remembering Pareto
2. Replacing 'no'
3. Producing a 4-hour list

PRODUCTIVITY PERMISSIONS:

(Here are ten sample ones, there are 35 in the chapter)

1. Good enough is good enough (beware of diminishing returns).
2. You can work first and then have some fun.
3. You can say 'not now' or 'not yet'.
4. You can put *your* priorities and needs first.
5. You can ask for help.
6. You can revisit the contract.
7. You don't have to know everything to be great.
8. You can take time to plan your work.
9. You can focus on the key tasks and improve your situation.
10. You can pace yourself (instead of leaving it all to the last minute).

CHAPTER 11 – PEOPLE SKILLS

Instead of giving ourselves a negative self-talk we need to build up our self esteem, which will enable us to excel with our People Skills.

PEOPLE SKILLS TIP

This is what we need to say when we're feeling stressed:

- 'I have a right to be here.'
- 'I can choose to think.'
- 'I am a valuable person.'
- 'I can make changes.'
- 'I can find my voice.'

KEY COMMUNICATION SKILLS

Which ones do you do well and what are the top two areas that you need to improve on?

- | | |
|-------------------------------|------------------------------------|
| 1. Smile with your eyes. | 11. Wonder aloud. |
| 2. Keep your head up. | 12. Ask short questions. |
| 3. Keep your head straight. | 13. Ask what, not why. |
| 4. Use the 'snow plough'. | 14. Choose relationship over task. |
| 5. Put the gun away. | 15. Be nice to people. |
| 6. Hold eye contact. | 16. Use a pause button. |
| 7. Listen with your face. | 17. Notice fatigue. |
| 8. Make small talk. | 18. Notice irritation. |
| 9. Use their name. | 19. Let it go. |
| 10. Apologise if you mess up. | 20. Celebrate success. |

CHAPTER 12 – PUBLIC RELATIONS

Focus your message by creating a 3-Word Strap Line:

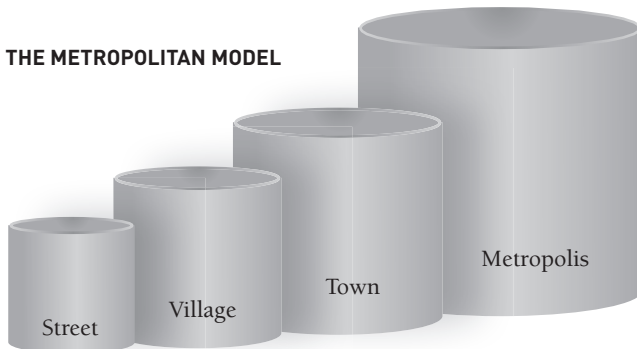
HOW TO CREATE YOUR 3-WORD STRAP LINE

Re-read your CV, check your last appraisal and chat with your most trusted work colleague. Review your highlights and the achievements you're proudest about and the days when you excelled. Then think about what you know you tend to do really well most of the time. What do you consider some of your key skills? What have you often been praised for? What makes you feel different, or talented? Remember that three words sound believable, whereas ten don't! Make a list of 15 words that you like and then ruthlessly cut them down until you have three which fit you the most comfortably. Examples include:

- Detailed – diligent – determined
- Friendly – thoughtful – polite

THE METROPOLITAN MODEL

A useful way to get a sense of progress in our PR activities is to reflect on the 'geographical area' we are covering in the organisation and our reach into the higher levels of seniority which exist there.



Street. This is your immediate environment.

Village. This is the floor you're on.

Town. This is the building you work in.

Metropolis. This is the whole organisation.

CHAPTER 13 – DEALING WITH THE 'BIG PEOPLE'

Sometimes we give our power away to the senior managers, by investing them with special abilities which they do not have. We can see the world as it is by reminding ourselves of the following truths:

TAKE BACK YOUR POWER

Senior managers...

- Do not have magical powers

Senior managers...

- Need to identify and work with talented people

Because...

- Senior managers also get fired if they're no good

Taking back our power means recognising that we are just as good as the senior people in our organisation because, without us, there is no organisation. We are all worthwhile people – we all have skill and talent too, and we are all important.

CHAPTER 14 – ANCHOR NEW BEHAVIOURS

We can use anchors to keep ourselves grounded when we're stressed and to help remind us of the new things we're doing to increase our AVE scores. In Callum's case, he chose the following options and, in doing so, he kept his job.

CALLUM'S OPTIONS FOR ANCHORING IMPROVED PERFORMANCE

1. Change your desk.
2. Change your route to work.
3. Change your clothes.
4. Change your self-talk.
5. Change your grip.
6. Change something for yourself.

What would you really like to do for yourself?

CHAPTER 15 – TIME FOR MORE ACTION

Having read the book and been encouraged along the way to choose the bits that will make the biggest difference to you, take a moment to write down your top seven choices.

MY KEY LEARNING POINTS FROM <i>HOW TO KEEP YOUR JOB</i> ARE:
1)
2)
3)
4)

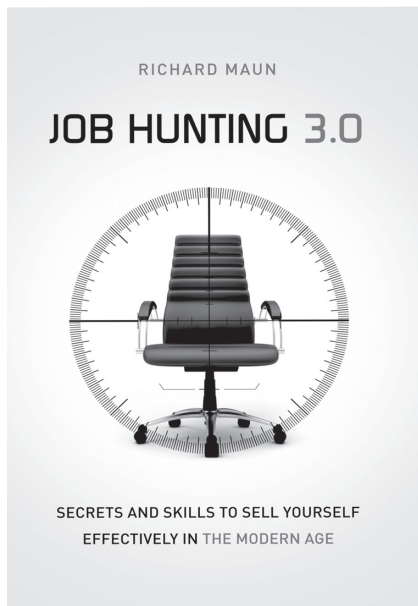
5)
6)
7)

Then, as a final commitment to your own future write down your next step here so that, after you put the book down, you know what you will be doing. Choose something simple and something that really appeals to you.

MY NEXT STEP IS GOING TO BE:

Well done, you have reached the end of the book!
Enjoy your career and enjoy knowing *How To Keep Your Job*.

OTHER BOOKS BY RICHARD MAUN



The secrets and skills contained in this book can make a life-changing difference to your job hunting activities because they are based on real-world experience and have been used by real people to get real jobs.

Packed with practical tips, essential tools, detailed examples and revealing the three big secrets of success, *Job Hunting 3.0* can accelerate you past the rest

of your competitors and into a winning position.

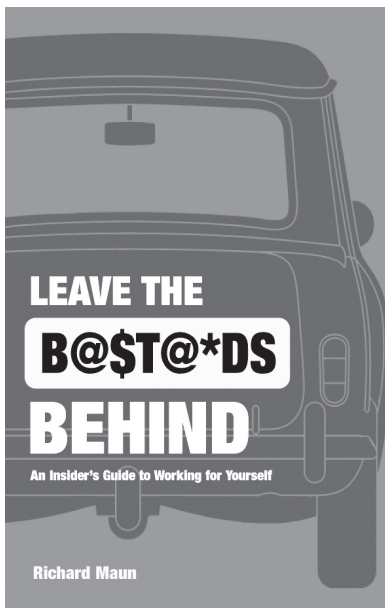
To be successful in the modern world we need to know how to package our talents, how to unearth opportunities and how to assert ourselves when it matters. We need to be able to build rapport with people, talk fluently about how we can add value and be agile with our thinking in order to maximise our core strengths. We also need to use technology to our advantage and embrace the new wave of social media opportunities. Moreover, *Job Hunting 3.0* is built on process thinking, because job hunting is a sales *process* and if you set up and follow a good process, you will create opportunities for positive outcomes.

In this book you will learn about the essential elements of job

hunting in the modern age, including the three-horse race, the Minute To Win It, the STAR answering technique, the demons model, the 20+ places where you can look for work, performance ratios, using numbers effectively to add value to your CV, killer questions, winning at assessment centres, the pause button, aces high and the 5-slide formula.

Job Hunting 3.0 takes us through all of these elements and more, with one goal in mind: to get you ahead of the competition so that you can secure your next job.

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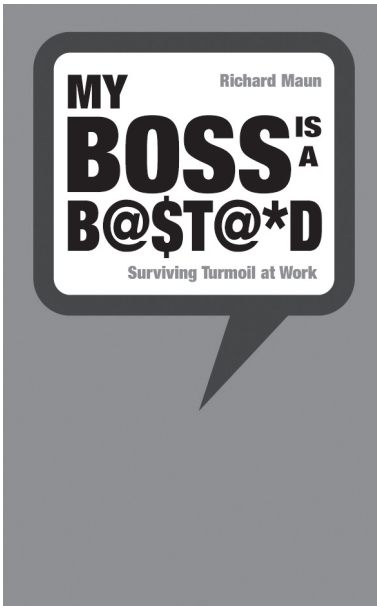
Ever thought of working for yourself? Of course you have – and all the time! This is the book you wish you had ten years ago.

For many people, working for themselves is something that they yearn for and dream about. You've worked for other people's companies and been bossed around by terrible bosses for years. The time has now come to work for the best boss you could have – i.e., yourself.

This book is a straightforward, lively guide to the realities of setting up your own business, written from first-hand experience. Share in the disaster of the author's first sales meeting. Laugh at

the attempts at the attempts to design a business card, and wince at the pace of learning required to stay one step ahead of clients. Through such experiences, the author reveals the secrets of developing a client base and the skills which will help you through the door to self-employment in all its bare-knuckle glory. Working for yourself is one of the richest experiences in life. This practical and inspirational book will put you on the road to success.

.....



Do you have a reasonable, competent, fair-minded and even-tempered boss? Congratulations! You need read no further.

Still with us? Then you are probably one of the vast majority who have problems with your manager. He or she may be difficult, temperamental, even downright brutal, but for the sake of your career (and your sanity), you have to achieve some kind of working relationship. That's where *My Boss is a B@\$T@*D* comes in.

With a compelling blend of insight, wit and candour, Richard Maun dissects the personality types that make bad bosses and offers practical tips to help you survive everyday encounters with the monster in your office. Forewarned is forearmed: once you have recognised the raw animal nature that lurks beneath that

plausible professional exterior – is it lion? Elephant? Crocodile? Or even meerkat? – you’ll be better equipped to escape unscathed from your next brush with the boss. That way, you can make sure that you don’t inflict on others the miseries you’ve had inflicted on you.

This book offers a lifeline for anyone suffering from a hostile work environment, and can help you transform the way you communicate and interact with others. It also contains a useful Personal Survival Kit, designed to help you really think about where you are and then take positive steps towards a happier, brighter and *B@\$T@*D*-free future.

About the Author

Richard Maun facilitates personal and organisational development through executive coaching, management consultancy, interactive workshops and lively conference speaking. He specialises in using Transactional Analysis in organisational settings and combines it with Lean Thinking. He has worked with a wide variety of people in the public and private sector to help them act in awareness, improve team dynamics, increase leadership skills, refine business-related processes and keep their job.

Richard now runs his own management development company and is a director of a training company as well as a visiting lecturer at a leading UK university. He also works as a freelance business writer and has published three books with Marshall Cavendish – *Job Hunting 3.0*, *My Boss is a B@\$T@*D* and *Leave The B@\$T@*DS Behind* – that look at how to get a job in a competitive world, how to survive turmoil at work and how to set oneself up in business. All three are based on real-life experiences and contain practical tips and engaging stories.

For more information and free downloads, please visit Richard's blog site. If you would like Richard to speak at your event please contact him directly.

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THE ESSENTIAL MANUAL FOR PEOPLE WHO WANT TO STAY EMPLOYED

If you have a job, would you like to keep it? In these difficult and unstable times, the answer is most likely to be a resounding *YES!*

This book reveals the secrets of keeping your job. It cuts to the heart of modern working life and examines the big things that trip people up and what you need to know in order to survive – because you need more than just technical skills to stay employed. You need to know how to become an **ADDED VALUE EMPLOYEE**.

Based on first-hand experiences of coaching people to keep their job, packed with practical tips and simple to apply, the content is designed to enable people to excel in their workplace.

HOW TO KEEP YOUR JOB is an easy-to-read, highly practical manual for success that every modern worker needs to have if they want to reduce their stress, increase their skills and add more value, in order to **STAY EMPLOYED AND KEEP THE MONEY ROLLING IN!**

RICHARD MAUN is a business coach and consultant specialising in personal and organisational development. He lectures on career matters and communication skills at business schools and other institutions. He is the author of several business books.

For more information go to www.richardmaun.com.

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